

companies go global, they should also beware of getting into the stereotyping trap by over highlighting Indian values and downgrading values of the local culture. The book would be of interest to multiple audiences including scholars and practitioners. It would be especially valuable to those who need to work and negotiate with businesses/people in Latin America, in particular Brazil.

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Getting Your Money's Worth from Training and Development: A Guide to Breakthrough Learning for Managers. Andrew McK Jefferson, Roy V.H. Pollock, Calhoun W. Wick (2009). Pfeiffer, San Francisco. 144 pages.

Know-how and expertise are the new drivers of business success. In the industrial age, investments in fixed assets—plants, buildings, and equipment—were the main sources of competitive advantage. Today, competitive advantage comes mainly from human capital—the skills, know-how, creativity, and performance of employees. Growth in corporate profitability has been fuelled mainly by greater productivity of human capital for the past twenty-five years (Echols, 2008). Indeed, traditional capital assets now account for only 20% of the book value of most companies, even less in the high-tech or service industries. Remaining competitive and profitable in today's rapidly evolving business climate requires investments to continuously upgrade employees' knowledge, skills and performance. Hence training and development become essential. But CEOs often remain sceptical about the returns from training and development.

Getting Your Money's Worth from Training and Development helps in providing the answer to the question often asked by CEOs: 'What is the ROI on training and development?'. The book is a practical guide based on the research and experience of the authors, and is meant for trainers, managers and trainees. For trainers, the book

provides plenty of tools which can be used to train participants to maximise learning from a training programme. For managers, it provides tools and tips for facilitating the use of training knowledge on the job by the employee. For trainees, this book provides tools and techniques for applying the learnings from the training to the job.

The book is organised into two separate workbooks for managers and training participants, with tools and techniques for each, which would help in complementing the inputs from training programmes. The contents of the book are organised for easy use.

In the first part of the book entitled 'A Guide to Breakthrough Learning for Managers', the authors provide efficient, succinct, and proven procedures for managers to get the greatest value from training and development. The tools and techniques recommended in this part are designed to achieve significant impact while making efficient use of time. To save managers' time in using the workbook, 'need to know' has been separated from 'nice to know'; there are practical tips in the sections entitled 'do it now', and 'who says so' for the sceptical manager. User friendliness has been ensured by providing completed examples of the worksheets. It also shows that the re-entry phase is critical and that learners need to bring their learning back and put it to use, providing practical advice and exercises to help managers convert the training experience into business results.

The second part of the book is titled 'A Guide to Breakthrough Learning for Participants', and is aimed to help participants get the most from training and development programmes, which help in enhancing knowledge and skills. This section offers a lot of valuable lessons, worksheets, approaches, and plans to help the participants prepare for the challenges and opportunities which the training programme offers. Importantly, it shows what participants should do (or should not do) when they return to work and what makes or breaks the value of the training programme; it reviews the research on improvement, and provides practical guides for converting training and development into personal and business results.

In short, *Getting Your Money's Worth from Training and Development* is full of succinct wisdom for managers and the participants of training programmes.

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